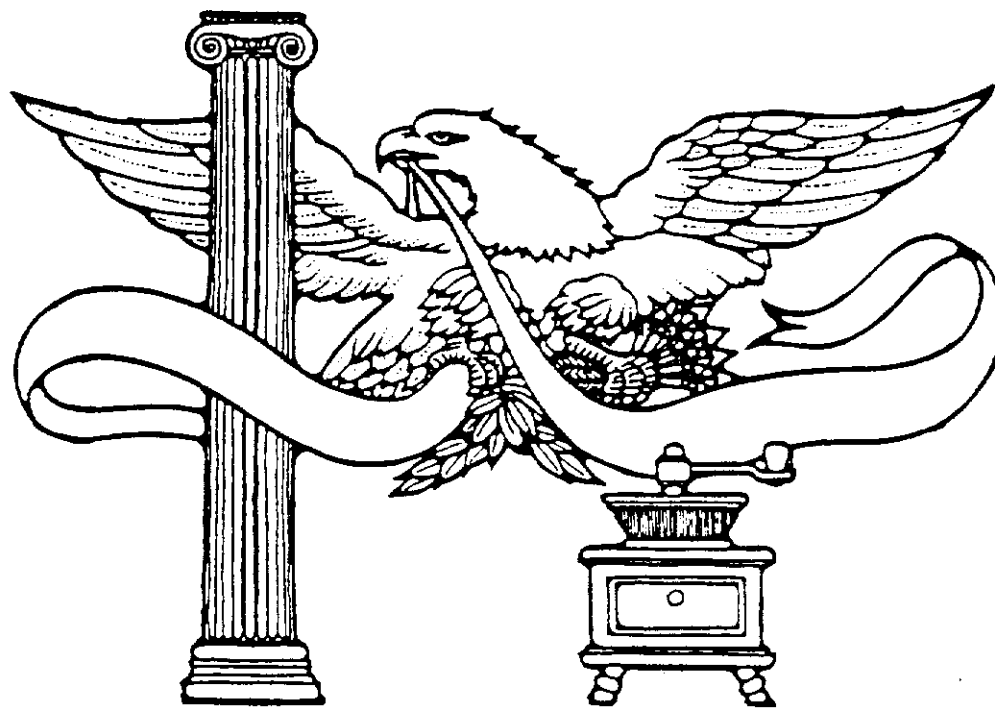




DEPARTMENT OF DEFENSE

MORALE, WELFARE, and RECREATION PROGRAM OVERVIEW

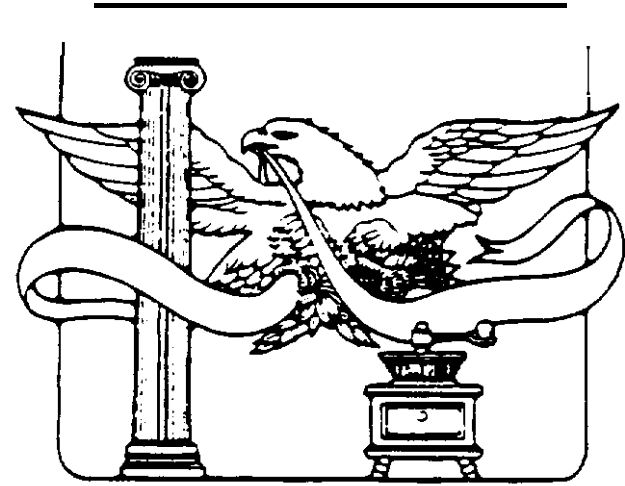


MAY 1984

Office of the Assistant Secretary of Defense
(Manpower, Installations, and Logistics)

This booklet is designed to provide an overview of Department of Defense Morale, Welfare, and Recreation programs including fundamental general management and specific program objectives. The resource/information guide with applicable service addresses and telephone numbers should be valuable to MWR personnel to promote exchange of ideas and information both within and among the respective military services.

TABLE OF CONTENTS



Message	3
Introduction	5
General Management Principles.	7
Overview of MWR Programs	9
Arts and Crafts	11
Sports and Athletics	12
Bowling	13
Open Messes	14
Military Exchanges	15
Community Recreation	16
Outdoor Recreation	17
Child Care	18
Youth Programs	19
Libraries	20
Special Interest Groups	21
Golf	22
Aquatics	23
Music and Theater Activities	24
Resources Guide	25
Assistant Secretaries for MWR Programs	27
Defense Agencies	28
Arts and Crafts	29
Audiovisual Aids	30
Child Care	31
Civilian Referral Offices	32
Civilian Welfare and Recreation Activities.	34
Exchanges	35
Libraries	36
Military Entertainment	37
Armed Forces Professional Entertainment	37
MWR Programs	38
Motion Picture Services	39
Non-Appropriated Fund Procurement	40
Open Mess and Packaged Beverage Stores.	41
Quality of Life	42
Recreation Services	43
Service Personnel Offices	44
Sports, Athletic Programs, and Outdoor Activities	45
Training Materials	46
MWR Construction	48
Youth Programs	49

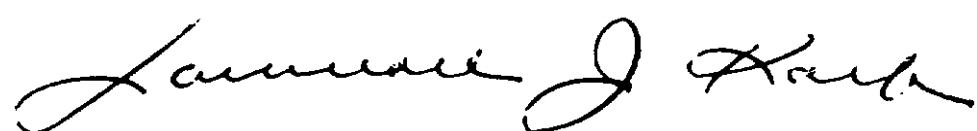
MESSAGE

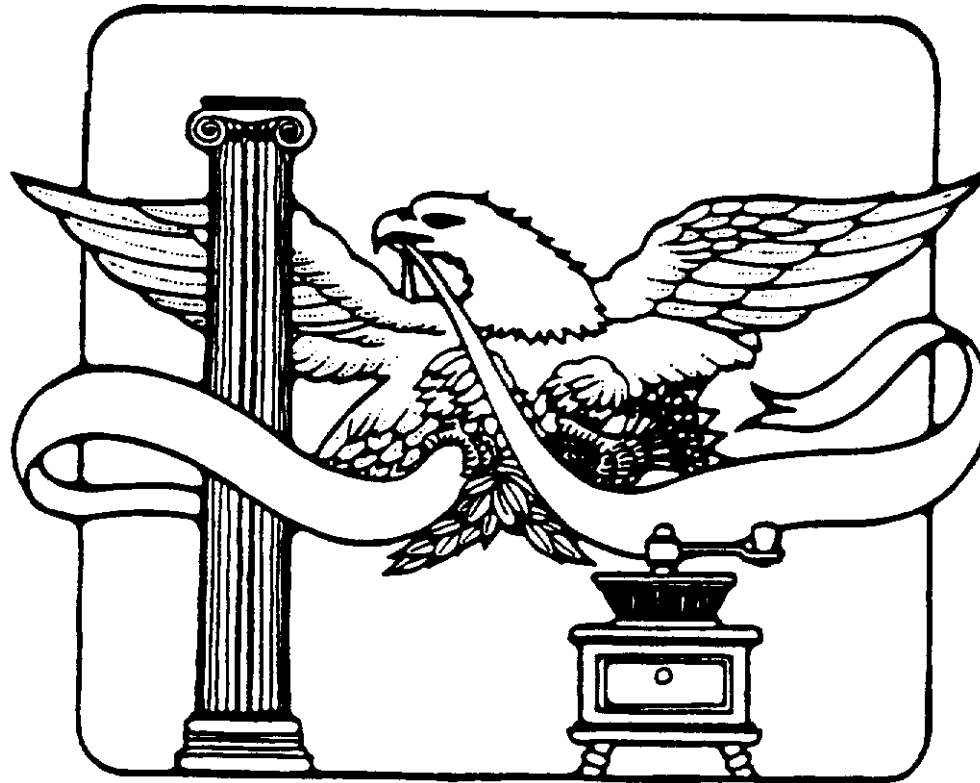
From the Assistant Secretary of Defense For Manpower, Installations, and Logistics

The Department of Defense Morale, Welfare, and Recreation (MWR) Program impacts on approximately nine million people—to include active duty, reserve, and retired military personnel; civilian employees; surviving spouses of military personnel who died on active duty; and dependents. Some MWR activities are provided on virtually all of the 911 DoD installations in the United States and the 360 installations in 29 foreign countries and U.S. territories. Total program costs, exclusive of cost of goods sold, approximate \$4 billion—\$2½ billion in nonappropriated funds and \$1 billion in appropriated fund support. These activities employ approximately 232 thousand people—8,500 military personnel, 8,700 appropriated fund civilian employees, and nearly 212,000 non-appropriated fund employees. The magnitude and the importance of this program to our defense communities impels all commanders and managers to insure that MWR services are delivered to authorized users and patrons in the most cost effective manner.

This booklet is intended to provide a program overview and to serve as a resources guide.

Comments or questions regarding the applicability of this booklet and all suggestions for additions or changes may be addressed to my office, Attn:DASD(MP&FM), Room 3C975, Pentagon, Washington, D.C. 20301.



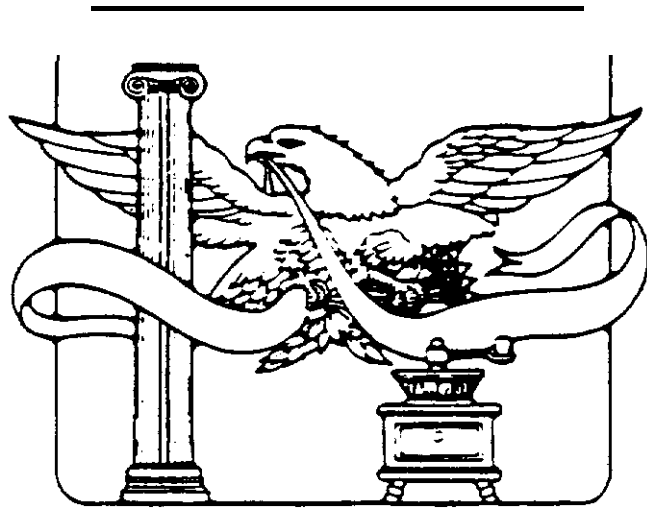


INTRODUCTION

Recognizing that quality morale, welfare, and recreation (MWR) programs 'contribute significantly to the quality of life in the military community and directly relate to recruitment and retention of military personnel, the Department of Defense, as mandated by law, advocates a comprehensive MWR program with activities that:

- Maintain a high level of esprit de corps; enhance job proficiency; contribute to military effectiveness; aid in recruitment and retention by making military service an attractive career; and aid service personnel in the transition from civilian to military life.
- Promote and maintain the physical, mental, and social well-being of military members, their families, and other eligible members of the military community.
- Encourage constructive use of off-duty leisure time with opportunities for acquiring new talents and skills that contribute to the military and civilian community.
- Provide community support programs and activities for military families, particularly when the service member is on an unaccompanied tour or involved in armed conflict.

It is the responsibility of military commands to create, maintain, and support comprehensive, quality MWR programs, services, and activities that meet the changing needs and interests of the military establishment; that are flexible to meet unique geographic requirements; and that take into consideration the evolving social and economic environment.



GENERAL MANAGEMENT PRINCIPLES

In order to continue to provide the finest quality MWR programs available within existing resources, local institutions should insure effective management by continuous examination of:

A. Personnel. Personnel costs may be minimized through effective labor scheduling and, where applicable, use of temporary, intermittent, or part-time employees; contract personnel to conduct instructional courses; and volunteers.

B. Patron Needs. A short- and long-term strategic marketing plan that begins with a patron needs assessment enables management to develop, revise, or eliminate MWR programs based on identified needs and interests.

C. Fiscal Management. Adherence to budgeting guidelines, implementation of strict cost control and internal controls, and husbandry of resources all provide a sound financial base for cost effective programs.

D. Existing Resources. An inventory of existing MWR programs both on and off base may identify potential areas of cooperation between the installation and the local community to preclude unnecessary duplication.

